

SUSTAINABLE MARYLAND WORK PLAN						
#	Priority Number	Action	Short-term efforts	Long-term efforts	Lead Agency	COMMENTS
GOAL 1: Attract and sustain private investment in revitalization areas and projects						
<i>Recommendation 1: Better align Maryland's revitalization target areas and agency programs in order to focus and leverage increased private investment.</i>						
1A		Update, simplify, and potentially reduce the number of revitalization target areas in consultation with state and local partners.	Secure passage of Senate Bill 285 (The Sustainable Communities Act of 2010).	Implement the first round of applications for new Sustainable Communities over the next 18 months.	DHCD	
1B		Create a "one stop" community reinvestment resource online at the Smart, Green, and Growing web site, www.green.maryland.gov	?	?	DNR/ Smart Growth Coordinating Committee	
1C		Consolidate application processes and timelines of community revitalization programs, where feasible, across agencies.	Create a Sustainable Communities template as a pilot application to be utilized across State agencies.	Continue coordination with state agencies to utilize a Sustainable Communities template.	DHCD	
1D		Accelerate the implementation of the "best of the best" high impact revitalization projects through Smart Sites and through coordination and streamlining of permitting and regulations (green taping) at State and local levels.	Identify permitting within state agency control that can be expedited for major projects.	Inter-governmental coordination of permitting for major projects as they are identified.	DHCD, MDP, GDU	
<i>Recommendation 2: Sustain Maryland's core community reinvestment and revitalization programs and local workforce. When economic conditions allow, expand resources for core programs such as Community Legacy, Neighborhood BusinessWorks, and the Heritage Structure Rehabilitation Tax Credit.</i>						
2A		Increase operating support for local partners that are implementing revitalization initiatives through the Community Investment Tax Credit and Community Legacy.	Given state budget constraints- work with local partners to secure new state resources including federal, private and philanthropic support.	Expand state operating support as budgeting permits.	DHCD	
2B		Expand Main Street and Maple Street designation to eligible communities and increase promotion of these communities for heritage tourism.	Examine a second round of Maple Street designation.		DHCD	
2C		Reauthorize the Maryland Heritage Structure Rehabilitation Tax Credit (slated to sunset on June 30, 2010) and enhance its effectiveness in revitalization areas.	Secure passage of Senate Bill 285 (The Sustainable Communities Act of 2010).	Secure continuing funding for the rehab tax credit beyond 2013.	MDP	
2D		Increase neighborhood business lending and job creation through partnerships between private sector lenders and Neighborhood Business Works.	Due to budget constraints- we are currently trying to secure FY11 budget requests.	Expand partnerships between NBW and other State, federal and private business lending programs to withstand impact of job creation.	DHCD	
2E		Sustain smart growth regional planning staff at Maryland Department of Planning in order to assist smaller communities developing sustainable community plans.	To maintain current funding and staffing levels to support MDP regional planners.	Expand capacity of MDP regional planning technical support.	MDP	
2F		Expand the engagement of the environmental community in support of revitalization programs.	Continue to engage with the Environmental Justice Commission and coalitions- including 1000 Friends of Maryland, Chesapeake Bay Foundation in conjunction with other state, Local and private partners	Continue partnerships to address specific projects and areas of mutual concern.	DHCD, MDE	

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Recommendation 3: Increase the investment power of nonprofit Community Development Financial Institutions (CDFI) in Maryland and focus investment in revitalization target areas.						
3A		State and local officials should work with the Maryland Asset Building Community Development (ABCD) Network, the Federal Reserve and others to reconvene the network of Maryland CDFIs and develop strategies for increased nonprofit lending.	Convene lenders, CDFIs and the Federal Reserve to share information and explore opportunities for collaboration.	Working with CDFIs, lenders, and the federal reserve to implement Community Development Initiatives partnering on specific projects. Help organize a Maryland CDFI Coalition.	DHCD, Federal Reserve Bank	
3B		Provide incentives for philanthropic and bank investment in such lenders for Smart Growth and revitalization projects.	?	?	?	
3C		Consider establishing a "CDFI Fund" at the State level (such as New York State has legislated) to help CDFIs raise matching funds from the Treasury's CDFI Fund.	Explore statutory requirements to create a Maryland Based CDFI Fund.	Secure public and private matching funds to capitalize the CDFI Fund.	DHCD	
3D		Encourage CDFI investments in revitalization target areas, including those rural areas where little or no CDFI activity currently exists. Strengthen partnerships between State agencies and CDFIs.	Explore resources and incentives for larger CDFIs to increase/expand CDFI activity in rural areas where no current activity exists.	Continue and expand CDFI activity in areas in conjunction with public, private and non profit partners	DHCD	
Recommendation 4: Reduce barriers and increase incentives for private-sector development and investment in revitalization target areas.						
4A		Establish "green tape teams" to coordinate local and State regulatory reviews and permitting and to accelerate priority revitalization projects such as Smart Sites.	Convene agency representatives on the Smart Growth Subcabinet and other agency staff as required for priority projects.	Secure ongoing financial and technical support for major projects as they move forward.	MDP, GDU	
4B		Support local government land assembly, land banking, and revitalization planning.				
4C		Expand support for low-cost financing for local infrastructure such as through the enhanced Local Government Infrastructure Finance (LGIF) program.	Expand financing for LGIFs through support of bond offerings.	Explore enhancements to LGIFs through mechanisms such as a moral obligation pledge.	DHCD-CDA	
4D		Reduce or subsidize impact fees for high impact projects in revitalization target areas.	Identify impact fees in revitalization target areas that may serve as a impediment to investments.	Work with state and local partners to reduce and mitigate impact fees.	MDE	
4E		Extend "green tape" incentives for developers that integrate high quality, sustainable development practices- for instance those encouraged by the LEED for Neighborhood Development (NR) standards.	Identify projects for Green Taping.	Work with state, local and private partners to secure resources for those projects- such as the enhanced rehab tax credit for LEED Gold standard development.	MDP, Smart Growth Coordinating Committee	
Recommendation 5: Expand use of local Tax Increment Financing (TIF) and the federal New Markets Tax Credit (NMTC) program for transformative Smart Growth projects in revitalization target areas.						
5A		Enhance use of TIF in Maryland to achieve Smart Growth and sustainable community goals within PFAs and revitalization target areas.	Work with State and local partners to implement TIF in high impact areas.	Coordinate state and local resources in conjunction with TIF.	MDP, Smart Growth Coordinating Committee	
5B		Consider State and local strategies for using TIF to leverage "up front" financing for high impact projects that cannot move forward with just "back end" tax credits.	Work with local government to identify appropriate projects that can benefit from TIF financing.	Coordinate with State and local partners to leverage TIF financing for priority projects.	Smart Growth Coordinating Committee	
5C		Encourage mixed-income development projects by allowing TIF expenditures to help create or rehabilitate workforce housing.	Work with partners to identify projects and secure TIFs.	Implementing projects and securing financing.	Smart Growth Coordinating Committee	
5D		Work with federal liaisons to ensure that Congress sustains the NMTC program.	Work with federal liaisons and representatives in Congress to continue federal authorization of the NMTC.	?	Smart Growth Coordinating Committee, Federal Liaisons	
5E		Strengthen partnerships between holders of NMTCs and State agencies in order to focus tax credit benefits on high priority Smart Growth projects, such as TODs.	?	?	Smart Growth Coordinating Committee, MDOT	

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GOAL 2: Preserve the authentic "sense of place" and historic character of Maryland communities						
<i>Recommendation 6: Support economic development and sustainable design in Maryland's existing communities by strengthening incentives for the rehabilitation of historic commercial and residential properties</i>						
6A		Reauthorize the Maryland Heritage Structure Rehabilitation Tax Credit that is slated to sunset on June 30, 2010.	Secure passage of Senate Bill 285/HB 475 (The Sustainable Communities Act of 2010).	Secure support for the tax credit beyond 2013.	MDP-MHT	
6B		Give priority to historic rehabilitation projects that incorporate energy efficient and sustainable design best practices.	Secure passage of Senate Bill 285/HB 475 (The Sustainable Communities Act of 2010).	Identify and implement LEED-Gold standard revitalization projects in conjunction with the rehab tax credit.	MDP-MHT	
6C		Consider enhanced incentives for tax credit investments in revitalization target areas, such as Maryland Main Street and Maple Street designated areas.	Secure passage of Senate Bill 285/HB 475 (The Sustainable Communities Act of 2010).	Implement projects in conjunction with enhanced rehab tax credit.	MDP-MHT, DHCD	
6D		Better integrate the use of the tax credit with other State and local incentives, such as Enterprise Zones.	?	?	DHCD, DBED	
<i>Recommendation 7: Develop consumer-friendly financing strategies for rehabilitation of older homes in revitalization target areas</i>						
7A		Create affordable mortgage financing tools for the rehabilitation of owner-occupied residential properties, potentially as a pilot program in designated Maple Street or foreclosure impacted communities.	Work with CDA to design financing tools that can be targeted to Main and Maple Street Programs.	Actively promote new financing products in targeting communities.	DHCD-CDA, DHCD-NR	
7B		Consider State and local tax incentives that could increase marketability of target neighborhoods for rehabilitation investment.	Meet with MML and MACo to explore targeted tax incentives.	Pass legislation to authorize incentives and implement.	DHCD, MML, MACo	
7C		Support access to nonprofit homeownership education for consumers, particularly first-time home buyers.	Continue providing financial support to nonprofit homeownership counseling agencies.	Establish a dedicated source of funding/ operating support for homeownership counseling.	DHCD-CDA, Office of Communications, NR	
<i>Recommendation 8: Promote use of the Maryland Building Rehabilitation Code (formerly known as "Smart Codes")</i>						
8A		Reconvene the Maryland Building Rehabilitation Code Advisory Council to promote local use of "Smart Codes," making the rehab of older buildings more cost-effective while maintaining high safety standards.	Reconvene the Maryland Building Rehabilitation Code Advisory Council and engage the Council in outreach	Conduct outreach and education efforts to codes officials in conjunction with the advisory council.	DHCD-Code Administration	
8B		Expand training and technical assistance for local planning and building code staff, builders, and other stakeholders.	Reconvene the Maryland Building Rehabilitation Code Advisory Council and engage the Council in outreach.	Conduct outreach and education efforts to codes officials in conjunction with the advisory council.	DHCD- Codes Administration	

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GOAL 3: Advance green and sustainable development practices in tandem with neighborhood revitalization investment.						
Recommendation 9: Provide incentives for green and sustainable development in revitalization target areas.						
9A		Integrate green standards and priorities into as the award of such revitalization programs as Community Legacy, Neighborhood BusinessWorks, MDOT Community Enhancement, and the Heritage Structure Rehabilitation Tax Credit.	Secure passage of Senate Bill 285/HB 475 (The Sustainable Communities Act of 2010).	Integrate standards for Green Building and have competitive rounds for DHCD & MDOT capitol programs.	DHCD, MDOT, MDP	
9B		Streamline permitting (green taping) for projects that integrate high quality development practices- for instance those encouraged by LEED for Neighborhood Development (ND) standards.	Review regulations and application process for State permits and identify opportunities for streamlining.	Organize interagency teams to Green Tape high priority projects in conjunction with local government agencies.	MDP	
9C		Help communities adopt green approaches to community design, planning and infrastructure investment, through education on best practices. Community resources include "From Rooftops to Rivers," by the Natural Resources Defense Council and "Going Green Downtown," by Maryland's DHCD and DNR.				
9D		Focus community grants for energy efficiency and retrofits in revitalization target areas.	Work with CDA-Weatherization, MEA and other partners to promote programs in revitalization target areas.	Develop additional incentives and prioritize funding in revitalization target areas.	DHCD-CDA, MEA	
9E		Expand partnerships with MEA, Chesapeake Bay Trust and other environmental funders and advocates to increase their investment in revitalization target areas.	Work with MEA, Chesapeake Bay Trust and other environmental funders to promote programs in revitalization target areas.	Implementation of local initiatives in conjunction with MEA, Chesapeake Bay Trust and other environmental funders.	DHCD, MEA, Chesapeake Bay Trust	
Recommendation 10: Encourage private investment in the redevelopment and reuse of vacant or poorly performing commercial properties- also known as "greyfields"- into mixed-use developments that better serve their surrounding neighborhoods.						
10A		Assess the scale of declining or vacant commercial properties statewide, with a particular focus on key areas targeted growth and revitalization.	Conduct an inventory of declining or vacant commercial properties in conjunction with local governments.	Analyze the results of the inventory and identify priority properties and opportunities for revitalization.	DHCD, local governments	
10B		Based on findings in the needs assessment, implement an initiative to reuse and revitalize greyfield properties in revitalization target areas.	Work with state, local and private partners to identify financing revitalization strategies for targeted properties.	Implement target revitalization efforts on properties to begin construction.	DHCD, DBED, local partners	
Recommendation 11: Align federal, State, and local agency investment in mixed-use, mixed-income Transit Oriented Development (TOD), creating compact, livable communities.						
11A		Promote livable community design principles in the development of TODs, including a "complete streets" approach.	Review regulations for roadway construction in and around TODs.	Make changes to regulations and statuses as required to implement "complete streets."	DHCD, MDOT	
11B		Work with State, local and private partners to respond to federal funding opportunities that may arise from the new HUD/DOT/EPA collaboration.	Track federal legislative and program initiatives in conjunction with partner agencies.	Apply for and secure funding for Sustainable Communities as it becomes availability.	DHCD, MDE, MDOT	
11C		Build local capacity to better plan for and implement transit-oriented development projects and policies.			MDOT, State & local partners	
11D		Expand authority and flexibility in use of tax increment financing at designated transit-oriented developments.			MDOT	
11E		Focus State agency incentives and coordination on transit-oriented development sites and increase funding for these programs for this purpose.				
11F		Consider enhanced incentives for TOD projects that incorporate housing that is affordable to the workforce at a range of income levels.	Identify potential incentives.	Promote incentives in conjunction with competitive funding rounds related to TODs.	DHCD, MDOT, local partners	

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GOAL 4: Connect Maryland families to economic opportunity in improving communities						
<i>Recommendation 12: Preserve and create affordable and workforce housing options in revitalization target areas, particularly near jobs, transit, and good schools.</i>						
12A		Enact appropriate statutory revisions to enable the creation of Community Land Trusts that maintain housing affordability for Maryland's improving and prospering communities.	Secure passage of HB 869 (Affordable Housing Land Trusts).	Increase the capacity of Community Maryland Land Trusts to develop and maintain affordable housing.	DHCD	
12B		At transit-oriented development sites, and other major redevelopment sites, provide incentives for the inclusion of affordable and workforce housing options.			MDOT, DHCD, local partners	
12C		Review feasibility of expanding Anne Arundel County's Rent-to-Own program, providing renters or former homeowners a pathway to asset building and homeownership.			DCHD-CDA, Anne Arundel Co.,	
12D		Document, and where applicable, replicate best practices from Maryland DHCD's initiative to preserve 9,000 units of affordable rental housing over the next 10 years, including through green retrofits catalyzed by a national award from the national John D. Catherine T. MacArthur Foundation.			DHCD-CDA	
<i>Recommendation 13: Sustain and increase job opportunities in revitalization target areas.</i>						
13A		Increase Neighborhood Business Works financing and other small business investment in revitalization target areas, through expanded partnerships with community lenders and the Small Business Administration.	Secure passage of HB 66 (Microenterprise Loans).	Expand Small Business in micro-lending through intermediaries and direct DHCD lending.	DHCD-NR,	
13B		Coordinate with the Maryland Department of Labor, Licensing and Regulation and Department of Human Resources to connect job opportunities to residents in revitalization areas, including such green jobs as retrofitting homes for energy conservation.	?	Implementation of green building and green jobs through fderal Sustainable Communities Initiative	DLLR, DHR	
13C		Develop a microenterprise fund to help launch home-based and neighborhood serving businesses in revitalization areas.	Secure passage of HB 66 (Microenterprise Loans).	Coordination with public and private partners such as Federal Reserve Bank, CDFIs, and private lenders to capitalize microenterprise funds.	DHCD-NR, Microenterprise Council of Maryland, Public and Private Funders	
<i>Recommendation 14: Help families and neighborhoods recover from the foreclosure crisis.</i>						
14A		Maintain and build the capacity of the nonprofit housing counseling and legal services network to help families avoid foreclosure or achieve a soft landing.	Continue to provide operating support to housing and non profits through state and local resources.	Identify and secure dedicated founding streams for ongoing operating support.	DHCD-CDA,NR	
14B		Ensure that lenders maintain their bank owned REO properties so that vacant properties do not become a blighting influence on neighborhoods.	Coordinate with local officials to ensure code enforcement on vacant bank owned properties.	Work with lenders and private partners to facilitate sale of foreclosed property to new homebuyers.	DHCD, Local Governments, Private Lenders	
14C		Facilitate partnerships between lenders and nonprofit developers to rehabilitate REO properties for workforce housing, reinforcing community stability.	Promote DHCD Homeownership programs and incentives in conjunction with non profit housing organizations and private lenders.	?	DHCD, Private Lenders, Non-profit Developers	
14D		Help families develop financial recovery budgets, and savings and credit repair strategies.	Continue to provide homeownership and financial counseling for families in conjunction with homeownership counselors, private lenders and non profit organizations- such as the Maryland CASH campaign.	Work with families to secure affordable rental and homeownership opportunities as appropriate.	DCHD, Private Lenders, Maryland CASH Campaign, Non-profit Housing Counseling Agencies.	